International and Intergovernmental Relations

BUSINESS PLAN
2000 - 03

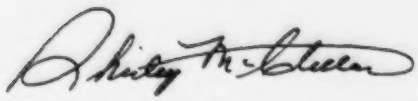
Alberta
INTERNATIONAL AND
INTERGOVERNMENTAL RELATIONS

International and Intergovernmental Relations

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2000 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at February 1, 2000 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.



Shirley McClellan, *Minister of International and Intergovernmental Relations*
February 1, 2000

VISION

"A strong Alberta, active in an open world and in a prosperous, united Canada."

MISSION

To lead the development of government-wide strategies and policies for Alberta's relations with international governments and organizations; federal, provincial and territorial governments in Canada; and Aboriginal governments, communities and organizations.

CORE BUSINESS

To provide leadership in the management of Alberta's international, intergovernmental and Aboriginal relationships. Sound government-to-government relationships are key elements in helping to secure Alberta's future well-being.

To fulfil this leadership role, coordinated Alberta strategies are essential. Development and implementation of these strategies require close cooperation with other Alberta ministries and strategic partnerships with public, private and Aboriginal organizations, and Aboriginal communities.

The government's commitment to Aboriginal people is reflected in the creation of an Associate Minister of Aboriginal Affairs within the Ministry.

Key services provided by the department include the following:

- *Advancing Alberta's interests* through intergovernmental negotiations and discussions
- *Coordinating Alberta's strategies* relating to international, intergovernmental and Aboriginal relations
- Providing *strategic advice and policy analysis* to Alberta ministries and other clients
- Obtaining, supplying and analyzing *information* for Alberta ministries and other clients

CLIENTS AND PARTNERS

The department serves the people of Alberta by working towards goals that advance the social and economic well-being of all Albertans. The department's key clients are the Premier, Cabinet, Caucus, and other departments and agencies of the Alberta government.

The work of the department often involves partnerships:

- with other governments – internationally and within Canada
- with Aboriginal governments and communities
- with Alberta organizations, institutions and businesses
- with other government departments

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The department works with Aboriginal governments and communities to have their requests and views heard within the Alberta government. The department also works with other Alberta ministries to develop policies and strategies to address the needs of Aboriginal people. This includes providing guidance on issues relating to appropriate protocols and consultation strategies with Aboriginal communities as well as knowledge of and sensitivity to Aboriginal cultures in Alberta.

Building strong and cooperative relationships with our clients and partners in the areas of international, intergovernmental and Aboriginal relations is critical to the success of the department.

GOALS

The department contributes to all three of the core businesses of the Government of Alberta: ***people, prosperity and preservation***. The department's three key goals are:

- **To secure benefits for Alberta from strengthened international relations.**
- **To secure benefits for Alberta as an equal partner in a revitalized, united Canada.**
- **To support Aboriginal people and governments in achieving self-reliance and enhanced well-being.**

GOALS/STRATEGIES

GOAL 1: TO SECURE BENEFITS FOR ALBERTA FROM STRENGTHENED INTERNATIONAL RELATIONS

KEY RESULTS	STRATEGIES
1.1 Strengthened Alberta intergovernmental relations with key foreign economic partners.	a) Manage Alberta's transboundary relations with the United States; build/maintain alliances with key decision-makers (e.g., US federal and state governments, Western Governors, Pacific NorthWest Economic Region (PNWER)), work with US public and private sector organizations in adopting a collaborative approach to improving the flow of goods, services, and people. b) Work with other Alberta ministries to design and implement Alberta's international strategies in a targeted, coherent manner. c) Build effective multi-sector special relationships (Special Relationships (SR)) with targeted sub-national governments in key trading partners. Manage other cooperation agreements on economic cooperation, trade and investment. d) Promote the Alberta Advantage to foreign governmental decision-makers by planning missions abroad (e.g., Ministerial, Premier and Team Canada missions), and by developing focused/targeted programs for incoming international delegations. Promote, plan and assist in coordination of multilateral and bilateral conference/ meetings, etc. to be held in Alberta. e) Implement an action plan for Alberta government participation in international development projects, in cooperation with the Alberta private sector and non-government organizations, to improve governance structures in developing countries and emerging markets.

KEY RESULTS	STRATEGIES
1.2 Expanded trade liberalization and foreign market access for Albertans through international trade and investment agreements.	a) Remove or reduce barriers to trade and investment through direct negotiation and by participating with the federal government in its negotiations to ensure Alberta's objectives are pursued. b) Develop a formal federal-provincial agreement for full provincial participation in Canada's negotiation of agreements that affect provincial jurisdictions or interests. c) Work with private and public sector organizations to pursue the benefits of freer trade. d) Manage government-wide implementation of the North American Free Trade Agreement (NAFTA), the World Trade Organization (WTO) Agreement and other agreements; anticipate and prevent disputes. e) Coordinate Alberta's participation in WTO negotiations on issues involving provincial jurisdiction (e.g., environment, labour, agriculture, competition and business regulation, and services) and in other regional and multilateral negotiations (e.g., Free Trade Agreement of the Americas (FTAA), APEC). f) Manage disputes and defend Alberta's interests under NAFTA, WTO and other agreements. g) Work with other Alberta ministries to implement the trade policy component of Alberta's international strategy in a targeted, coherent manner.
1.3 Canadian foreign policies and positions which reflect Alberta's priorities and interests.	a) Advance Alberta's positions in Ottawa and internationally on priority issues (e.g., economic sanctions, agricultural trade liberalization, oil sands investment, climate change and participation in international economic commission meetings).

GOAL 2: TO SECURE BENEFITS FOR ALBERTA AS AN EQUAL PARTNER IN A REVITALIZED, UNITED CANADA

KEY RESULTS	STRATEGIES
2.1 Effective participation by Alberta in the federation.	a) Advance Alberta's interests and ensure that Alberta priorities are addressed at intergovernmental meetings of Ministers and officials. b) Provide policy analysis and strategies and coordinate input from other Alberta ministries for Alberta's participation in First Ministers' meetings, Premiers' Conferences, and Ministerial meetings. c) Develop strategies and policy options, in conjunction with Alberta ministries, to enable Alberta to receive a fair share of federal funding. d) Work with Alberta ministries to develop and implement coordinated and consistent approaches to intergovernmental issues and processes. e) Assist Alberta ministries in the development of intergovernmental agreements that reflect Alberta's intergovernmental objectives and priorities.
2.2 A federal system that better serves Albertans' needs.	a) Implement, in conjunction with Alberta ministries, "A Framework to Improve the Social Union for Canadians" in a manner consistent with Alberta's intergovernmental interests. b) Promote both interprovincial and federal-provincial solutions to improve the efficiency and effectiveness of the federation through the reduction of overlap and duplication between governments, the reform of institutions (e.g., the Senate) and the reform of financial arrangements (fiscal rebalancing). c) Promote federal-provincial solutions to redesign federal-provincial financial arrangements including the Canada Health and Social Transfer (CHST), equalization and cost-sharing arrangements. d) Develop agreements and processes to ensure that no new national programs in areas of provincial jurisdiction are developed without provincial consultation and approval.
2.3 Effective leadership by Alberta that supports a strong and united Canada.	a) Develop policy recommendations and strategies on national unity and other related issues as they emerge.
2.4 Canadian internal trade liberalization which promotes the freer flow of goods, services, capital and labour across Canada.	a) Coordinate Alberta participation in the Agreement on Internal Trade (AIT) to reduce barriers to trade, investment and labour mobility through negotiation with the federal government and provinces. b) Manage government-wide implementation of the Agreement on Internal Trade (AIT). Anticipate and prevent disputes. c) Manage complaints and defend Alberta's interests in AIT disputes. d) Consult and work with private and public sector organizations to pursue the benefits of freer trade. e) Work with other Canadian governments to reduce the use of investment incentives, which fiscally skew business decisions.

GOAL 3: TO SUPPORT ABORIGINAL PEOPLE AND GOVERNMENTS IN ACHIEVING SELF-RELIANCE AND ENHANCED WELL-BEING

KEY RESULTS	STRATEGIES
3.1 A coordinated provincial approach to Alberta's relationship with Aboriginal people.	a) Develop (implement) a government-wide Aboriginal Policy Framework to ensure a constructive and consistent approach to relationships with Aboriginal governments and people to address socio-economic, natural resource, governance and responsibility issues. b) Work with other Alberta Ministries, as required, to assist them in developing Ministry-specific Aboriginal strategies to be included in their future business plans and reported on in their annual reports, consistent with the Aboriginal Policy Framework and Aboriginal policy initiative. c) Assist in the development of government-wide measures of Aboriginal well-being and self-reliance. d) Develop strategies, as required, to guide Alberta's participation in self-government discussions. e) Support First Nations in their efforts to resist attempts by the federal government to limit its responsibilities and funding for First Nation infrastructure, programs and services. f) Promote government-to-government relationships and initiatives with Aboriginal governments. g) Assist provincial departments, the private and public sector in establishing and maintaining constructive relationships with Aboriginal communities and people. h) Acquire, prepare and distribute Aboriginal specific data for use internally, by provincial departments, Aboriginal governments and organizations, other governments and agencies, the private sector, academic institutions and the public. i) Coordinate Alberta's participation in discussions with federal/provincial/territorial governments and national Aboriginal organizations to assist Aboriginal communities in Alberta to benefit from national-level initiatives (e.g., National Aboriginal Youth Strategy, Ongoing Process of Dialogue). j) Promote cross-cultural awareness and understanding.
3.2 Increased self-reliance and well-being of Aboriginal communities and people.	a) Work with Aboriginal governments/organizations to develop policies, strategies and capacity to deliver and be accountable for programs and services within their communities, including the provision of funding and technical support. b) Promote Aboriginal involvement in joint ventures with industry. c) Work with provincial departments, Aboriginal governments and communities and industry to use existing mechanisms, and where necessary development new ones, to ensure appropriate consultation on resource development and land use management decisions on provincial crown land. d) Work with Metis Nation of Alberta Association (MNAA) and provincial ministries to implement the 1999 MNAA Framework Agreement. e) In consultation with other Alberta ministries, Aboriginal people and federal ministries, identify and develop opportunities for Aboriginal communities/organizations and the private sector to work together on initiatives that enable Aboriginal people to participate in educational/ training and economic development opportunities. f) Establish, in consultation with provincial departments, First Nations and industry, technical guidelines for traditional use studies.

KEY RESULTS	STRATEGIES
3.3 Settlement of those Indian land claims for which the province has a responsibility in a way which is fair and equitable to all parties.	a) Proactively encourage the timely settlement of all outstanding treaty entitlement claims for which the Province has some obligation under the Natural Resources Transfer Agreement. b) Represent the province in all land claims negotiations with the federal government and First Nations and coordinate the participation of relevant provincial ministries. c) Coordinate the implementation of land claims settlement agreements and ensure that any obligations of the Province have been met. d) In cooperation with Alberta Justice, manage Aboriginal land claims litigation in a way which best serves the interests of the Province.
3.4 Accountable, self-regulating, and self-reliant Metis Settlement governments.	a) Assist the Metis Settlements General Council to develop and implement business plans, including reporting on accomplishments through appropriate performance indicators. b) With the Metis Settlements General Council, identify opportunities for greater federal government contributions to programs and services for Settlements. c) With the General Council, evaluate the progress towards appropriate governance models, management systems, and economic viability, for the Metis Settlements and for the General Council. Implement improvements to enable the phasing out of the Metis Settlements Transition Commission as soon as possible. d) Assist the Metis Settlements in developing legislative amendments to the governance structure.

PERFORMANCE MEASURES/INDICATORS

International and Intergovernmental Relations has several methods of measuring its performance, including the following:

1. Reports on department Performance (e.g., Annual Report, mission reports)
2. Client Satisfaction Surveys
3. Intermediate Outcomes
4. Secondary Indicators
5. Polling data on the views of Albertans

1. REPORTS ON DEPARTMENT PERFORMANCE

Because the department's outcomes are often long term, dependent on factors outside the control of the department, and are difficult to present as quantitative data, the department provides a detailed narrative record of its achievements and activities. The Annual Report documents the department's accomplishments for each goal and provides a narrative outlining events and outcomes.

It is the intention of the Ministry to include within future Annual Reports a summary of the Report of the Metis Settlements Appeal Tribunal and the Metis Settlements Transition Commission. Adding information from these two organizations for which the Ministry has responsibility will enable users of the Annual Report to obtain additional information about the Ministry's responsibilities and accomplishments.

Other assessments are also done at the conclusion of major conferences, trade negotiations or missions to assess how Alberta fared in achieving its objectives.

2. CLIENT SATISFACTION SURVEYS

Another measure of outcomes for International and Intergovernmental Relations is stakeholder or client satisfaction. To achieve its goals, the department works closely with Alberta ministers and ministries, and other organizations in the province. Through periodic surveys, the department consults these clients for their evaluation of its contribution to advancing Alberta's priorities and positions. The 1999 Client Survey indicated that government clients consistently rate the department at a high level of satisfaction with the services provided. This was the third broad survey completed by the department. The earlier surveys, completed in 1995 and in 1997, indicated a level of satisfaction of close to 4 out of 5. The 1999 survey results were similar, with a target level of 4 out of 5 achieved in virtually all areas of services provided. Client Surveys continue to be an important component of the department's mix of measurement tools.

3. MEASURING INTERMEDIATE OUTCOMES

The department prepares status reports or contributes to reports on major projects. Since these projects are multi-year ones, the approach of preparing regular progress reports or measuring intermediate outcomes allows governments and taxpayers to keep track of the progress of particularly complex, long-term issues. Examples of this approach are regular status reports that measure the implementation of the Agreement on Internal Trade and the progress of complaints and disputes under that agreement. Other examples are the regular Progress Reports to Premiers by the interprovincial Council on Social Policy Renewal, and communiqués from annual meetings of Premiers. The International and Intergovernmental Relations departmental website will include updates on preparations for and progress in domestic and international trade negotiations (e.g., WTO and the AIT). The website will also provide an opportunity for reaction and comments from the business community and the public.

4. SECONDARY INDICATORS

The department reports on a number of secondary indicators that track macroeconomic and socio-demographic trends. While these are not direct measures of the department's performance, they do provide an indication of the environment in which the department is operating. Trade statistics, for example, track how the province is faring in export performance. However, it must be emphasized that export performance cannot be attributed to any one factor. Rather it is the result of a number of interconnected factors. In some cases, exports increase because of fluctuations in the world price for commodities such as oil, gas or wheat, or in the value of the Canadian dollar. In other cases, Alberta's trade performance reflects the aggressiveness of the private sector in opening up new markets. Some of the increase may be attributed to the efforts of the Government of Alberta to remove barriers to trade in key markets, or to the government's efforts to "open doors" in key foreign markets for Alberta businesses through targeted trade missions or by receiving foreign visitors.

Aboriginal socio-demographic data are another useful secondary indicator. These trends provide valuable information on the needs of the Aboriginal people in Alberta. This

information assists provincial departments and agencies in developing policies, programs and services to meet the needs of Aboriginal people.

5. PUBLIC POLLING DATA

An important measure of how the Alberta government is performing in the areas of both international and intergovernmental relations is public polling data that measures the satisfaction level of Albertans with the performance of the provincial government in these areas. The polling data does not relate directly to the performance of the department only, but tracks the performance of the government. However, the department does play an important role in supporting the Premier and his cabinet colleagues in achieving these intergovernmental and Aboriginal goals. The polling data is based on a regular national opinion poll conducted by Environics Canada, surveying the views of Canadians regarding the performance of their provincial and federal governments. This is reported in the *Focus Canada Report*.

Alberta's target is to maintain the government's public approval rating in federal-provincial relations on a par with the average of four other provinces (British Columbia, Saskatchewan, Manitoba, and Ontario). These provinces are used as a comparator as they are the provinces closest to Alberta in terms of geography, history, economic base, social patterns and approaches to federalism. Alberta's intergovernmental approval rating in 1998 was 71 per cent. The four province average was 50 per cent and the federal government rating was 39 per cent.

A similar poll on Aboriginal relations taken in 1997 showed an Alberta approval rating of 51 per cent versus a four-province average of 32 per cent. No polling was conducted on this question in 1998, but the question has been reinstated by Environics for 1999.

GOVERNMENT-WIDE GOALS

Much of the Ministry's work relates to Goal 18 of the Government Business Plan: ***Alberta will work with other governments and maintain its strong position in Canada.*** The Ministry is also developing government-wide measures relating to Aboriginal well-being and self-reliance, which would involve most other ministries.

As well, the Ministry strategies contribute to the realization of the following government-wide goals:

Goal 2: Our children will be well cared for, safe, successful at learning and healthy (IIR outcomes 2.2 and 3.2)

Goal 6: Alberta will have a prosperous economy (IIR outcomes 1.1, 1.2, 2.4 and 3.2)

Goal 7: Our workforce will be skilled and productive (IIR outcomes 1.2, 2.4 and 3.2)

Goal 13: Alberta businesses will increase exports (IIR outcomes 1.1, 1.2 and 2.4)

Ministry Income Statement

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
REVENUE						
Internal Government Transfers	-	11,300	11,300	-	-	-
Other Revenue	50	-	5	-	-	-
MINISTRY REVENUE	50	11,300	11,305	-	-	-
EXPENSE						
Program						
International and Intergovernmental Relations	12,506	12,154	16,501	14,137	14,569	17,091
Metis Settlements Governance	12,529	11,806	11,806	10,084	9,794	7,429
Metis Settlements Legislation	10,000	10,000	10,000	10,000	10,000	10,000
MINISTRY EXPENSE	35,035	33,960	38,307	34,221	34,363	34,520
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(34,985)	(22,660)	(27,002)	(34,221)	(34,363)	(34,520)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
Ministry Revenue	50	11,300	11,305	-	-	-
Inter-ministry consolidation adjustments	-	(11,300)	(11,300)	-	-	-
Consolidated Revenue	50	-	5	-	-	-
Ministry Program Expense	35,035	33,960	38,307	34,221	34,363	34,520
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**35,035**	**33,960**	**38,307**	**34,221**	**34,363**	**34,520**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(34,985)	(33,960)	(38,302)	(34,221)	(34,363)	(34,520)

APPENDIX

CROSS-GOVERNMENT INITIATIVES

ABORIGINAL POLICY FRAMEWORK

A proposed Aboriginal Policy Framework was approved by Cabinet in July 1999, for consultation with Aboriginal organizations, industry, local and federal governments and other interested Albertans.

The proposed framework will set out the structure for Alberta government policies that address the needs of Aboriginal people. It consists of three goals: the Government of Alberta will

1) work with Aboriginal people to improve individual and community well-being and self-reliance;
2) manage natural resources for the benefit of all Albertans, in a way that takes the existing treaty and other constitutional rights of Aboriginal people into account; and
3) clarify its own roles and responsibilities with respect to Aboriginal people.

The consultation process concluded on January 31, 2000. The proposed framework will be revised to reflect, where possible, the input during the consultation process. A revised framework will be submitted to Cabinet for approval by April 2000.

Implementation of the key commitments in the Aboriginal Policy Framework involves most Alberta government departments. As a result, Cabinet has decided to implement an Aboriginal Policy Initiative as one of the four major cross-government initiatives for 2000 – 2001. This will also involve the adoption of a Government Business Planning Goal directed to Aboriginal well-being and economic development.

FRAMEWORK FOR INTERNATIONAL STRATEGIES

One of the other cross-government initiatives is the Framework for International Strategies. The Framework outlines Alberta's three cross-government core businesses in the international sphere as follows:

- Building International Relations
- Removing Trade and Investment Barriers
- Marketing Trade, Tourism, and Investment

International and Intergovernmental Relations will ensure that the international policies and activities of Alberta departments are coordinated so that programs and strategies are consistent with the recently adopted Framework for Alberta's International Strategies. The Framework will focus on the strategic international priorities for Alberta, and the specific role the Alberta government can play in pursuing these.